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Draft regional programme document for the Arab States (2006-2009)*

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* The compilation of data required to present the Executive Board with the most current information has delayed submission of the present document.

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I. Situation analysis

1. The Arab region has made substantial advances in human development terms over the last three decades. Achievements have included an increase in life expectancy by about 15 years; decreased mortality rates for children under five by about two thirds; a near doubling of adult literacy; significant increases in average daily calorie intake and access to safe water; and the lowest incidence of dire poverty than in any other developing region.

2. Despite these gains, however, overall progress has been faltering in the 1990s and the assessment of progress towards the achievement of the Millennium Development Goals (MDGs) finds that countries with lower levels of human development made the least advances, an indicator of a region characterized by wide economic and social disparities and inequalities. In fact, perhaps only as many as one third of the Arab countries will be able to meet the 2015 target goals, with another one third stagnating or regressing and data unavailable or unreliable for the remaining third. Despite the persistent lack of comprehensive and disaggregated data, work on the second regional MDG Report reveals estimates of the incidence of poverty among the Arab population ranging between sub-regional averages of 9 per cent - 47 per cent with an overall average incidence of no less than 17 per cent in 2000 (excluding the Gulf Cooperation Council (GCC) countries).

3. Economic growth in the region has also been skewed with factors such as conflict, political instability and rapid population growth contributing to variations between and within Arab countries. Collaborative regional economic measures and trade policies to stimulate and promote region-wide growth remain underutilized with intraregional exports accounting for only 7.7 per cent of the total in 2003, despite continued institutional and policy trade reform. Some of the most significant economic features of the region include unemployment rates reaching between 15 and 26 per cent at the highest end and significantly higher for women. GDP per capita increased by 5 per cent (excluding Iraq and the Occupied Palestinian Territory) in 2003 compared to the meager 1.25 per cent achieved in 2002. High population growths, however, rendered real GDP/capita growth at 2.5 per cent in the same year. High population growth rates have also resulted in a rapidly growing labour force averaging about 4.5 per cent per annum for the region. The percentage of young people exceeds 25 per cent of the population as a regional average; compounded by an educational system that is incompatible with labour market needs, youth unemployment reaches as high as 30 per cent in some countries of the region.

4. Issues of water quantity and quality, if not addressed, are likely to become an increasingly significant source of conflict. Concerted action remains a key requirement to ensure improved and sustainable allocation and development of the available water resources in the Arab region.

5. The region is also having to cope with one of the world's greatest health and developmental challenges, namely to stem the spread of HIV/AIDS. Best available estimates indicate that prevalence rates are still among the lowest in the world, but there are alarming signs that the situation is changing fast with some countries, such as the Sudan and Djibouti, facing growing epidemics. Changing demographics, increasing mobility, changing behaviours and new social and personal practices are creating fertile ground for the spread of the disease, with 92,000 new cases in 2004, one of the highest rates of increase in the world. The region has a distinct window of opportunity to act early to stem the further spread of the disease.

6. On the knowledge front, pervasive illiteracy and the lack of ability to harness technology remain serious impediments to the advancement of Arab human capability. Scientific outlays were less than 0.5 per cent of Arab GDP for 1996 and investments in research and development less than one seventh of the global average. Statistics indicate that the number of Internet users in the Arab region in 2001 stood at 1.6 per cent of the population, compared to just 1 per cent in 2000. Overall computer availability was less than 18 computers per 1,000 persons in the region compared to the global average of 78.3.

7. There have been significant breakthroughs in the area of gender with a rapid increase in the number of senior women executives appointed, a broader scope for the participation of women in legislative assemblies as both voters and candidates and important legal achievements in personal status and citizenship laws. However, women remain negatively impacted by exclusion, carrying a disproportionate burden of illiteracy, joblessness and lack of representation.

8. Overall social, political and economic development is severely hampered by conflict with continuing civil wars, debilitating occupation and an increasing incidence of terrorism all causing profound instability in the region. Arab leaders have taken the initiative and announced their commitment towards progressive change in the

"Declaration on the Process of Development and Modernization" that was issued by the 16th Arab Summit in Tunis in 2004. The Algiers Summit of 2005 reiterated that set of commitments to include detailed national updates on the progress initiated. Civil society voices were articulated through such forums as the Conference on Arab Reform that produced the Alexandria Declaration in 2004 and several Governments have indeed expanded the public sphere and targeted the inclusion of opposition forces in governance processes and structures.

9. A more systematic review of the state of freedoms in the Arab world reveals entrenched obstacles to fundamental democratization in the lack of independent judiciaries; transparent and accountable administrations; separation of the legislative from the executive; freedoms of association and expression; right to form political parties; free and fair elections. Participation remains elusive to the majority of Arab populations and without fundamental reforms in the governance structures at all levels, it is improbable that the region will be able to transcend its present towards the future.

II. Past cooperation and lessons learned

10. This analysis draws heavily on the findings and lessons drawn by the independent Regional Cooperation Framework outcome evaluation commissioned by the Evaluation Office and the results of five programme outcome evaluations commissioned during the current RCF period. The present RPD document has also benefited from the insights of a range of stakeholders through an extensive consultative process that spanned Arab and donor capitals throughout the past cycle to include regional and institutional partners (e.g., League of Arab States, the Mediterranean Environment Technical Assistance Programme (METAP), Arab Fund for Economic and Social Development, Arab Gulf Programme for United Nations Development Organizations (AGFUND), European Commission, United Nations Foundation), bilateral donors (e.g., DfID, USAID, CIDA), the United Nations inter-agency system (e.g., ESCWA, UNAIDS, OHCHR, GEF) and the country office/Subregional Resource Facility for Arab States (SURF-AS) networks with the associated counterparts in the thematic areas concerned.

11. The independent review process has confirmed that the RCF (2002-2005) for Arab States has been used innovatively as an instrument for UNDP to adopt independent positions and policy options on cutting-edge development issues for the region, draw attention to critical and often sensitive needs and seek stakeholder commitment to them, advocating for change. It has been a powerful tool to draw policy makers and civil society leaders out of their national contexts and to foster dialogue on policy issues that are more effectively leveraged at the pan-Arab level. The programme has focused heavily on stocktaking and analysis, advocacy of best practice and policies required to overcome critical human development deficits, creating vigorous dialogue at the regional and country levels and promulgating civil society partnerships to underscore the requisite advocacy effort.

12. The Arab Human Development Report has, since 2002, been the UNDP flagship programme and its single most effective advocacy tool. Addressing the RCF themes of equity, social inclusion and knowledge through the powerful lens of Arab human development deficits, the AHDR has successfully mainstreamed the discourse of reform in the region (e.g., the three deficits, the knowledge society, the *izdihar* (human development) scenario and launched partnership initiatives rooted in nationally articulated priorities. Its recommendations have been reflected in several national development programmes in areas such as educational reform, electoral/parliamentary participation and anti-corruption.

13. In the same vein, the Regional Programme has succeeded in positioning UNDP effectively in topical areas such as HIV/AIDS, information and communication technology (ICT), education reform and governance where it has been used skillfully to gain credibility and trust for UNDP in a region where the United Nations continues to be viewed with considerable suspicion. These projects have strongly reflected the RCF's overall commitment to the use and development of regional capacities, enabling the initiatives to more readily gain traction and acceptance with a wide range of stakeholders; two clear examples were the path-breaking facilitation of a region-wide religious leaders' "Breaking the Silence" HIV/AIDS colloquium, and the direct involvement of Arab public P\prosecutors in the articulation of a modernization programme for their offices.

14. The evaluations indicate that although direct causal linkages between the advocacy/dialogue generated under the Regional Programme and actual policy outcomes are difficult to establish with certainty, there are several instances of changes in policy implemented after being discussed openly for the first time under the UNDP

Regional Programme. Although some causality can be inferred, providing for specific monitoring systems in the regional project budgets and including outcome indicators in the work plans would ensure a more systematic confirmation of impact than is currently possible.

15. More specifically on the design and implementation, the overall coherence and the relationship between the thematic pillars of the RCF themselves were unclear and the cross-referencing of some programmes to address multiple pillars has perhaps been more by chance than by design. The intended contribution of the respective pillars to the overarching goal of poverty reduction remains elusive to gauge. Two out of three thematic pillars have yielded results, as have some of the programmes that fall outside the pillars, e.g., HIV/AIDS, the environment. Projects under the globalization pillar were launched briefly, but were redirected towards the knowledge cluster shortly thereafter; the originally envisaged "economic growth" outputs have not materialized despite an obvious and articulated need.

16. The evaluations also reflect the concern that policy makers were not always involved in the design of the Programme from the very outset, so even though governments have subsequently participated and committed to high-level engagement in the programmes, e.g., ICT Development in the Arab Region (ICTDAR), Higher Education, this may have limited the speed with which the RCF has been able to generate institutional change. Similarly, the results of the Regional Programme could have been used to more effectively position UNDP at the country level. Country office involvement in the original design of the programme was not strong and explains some weak linkages between the regional and country programmes that have resulted in lost opportunities, e.g., in the area of governance where UNDP has extensive programme activities at the country level. The SURF –AS was nascent in the first years of the RCF and the Programme could not therefore benefit sufficiently from its policy advisory expertise; as the SURF has reached its full complement of staff, such synergy will be targeted in the next cycle. While some projects (HIV/AIDS Regional Programme in the Arab States (HARPAS), ICTDAR, and Programme of Governance in the Arab Region (POGAR)) have targeted joint activities, mutual reinforcement between pillars could have been better incorporated into the RCF design to optimize the use of limited resources.

17. The need for demonstrated independence from traditional funding partners has undermined the ability to accept external resources from several potential sources and the programme's cost-sharing contributions have been relatively low despite strong national and international interest. However, parallel funding of spin-off national programmes by other donors has been high, demonstrating both the agility of the Regional Programme in resource mobilization and the relevance of the interventions in the partnership debate – both of which need to be harnessed more strategically. Resource mobilization efforts have also been hindered by the reliance on agency execution and the associated support costs, often with little value added discerned from this modality.

18. Moving forward, the regional programme will ensure greater synergies between regional projects as well as between regional and country-level efforts. Greater ownership and involvement of national-level stakeholders in the various programme cycle stages will be sought. More focus will be placed on strengthening monitoring and evaluation efforts.

III. Proposed programme

19. The new regional programme document (RPD) will build on the four-pronged strategy of the UNDP Global Programme and its five thematic priorities, as well as on past successes and lessons learned as it moves to consolidate regional analysis, dialogue and partnership development into policy advice, capacity development and pilot programmes at the country level. It will do this in the context of the overall Arab commitment to "development and modernization" as articulated by the recent Arab Summit declarations and the global mandate of the MDGs. The Arab Human Development Report will remain the advocacy vanguard of the programme and the prism through which the regional programme will be positioned. The RPD will be implemented in line with the UNDP comparative advantage as articulated in the MYFF, its strategic goals and the corresponding service lines. It will also demonstrate learning from other regional experiences and replication of appropriate models in UNDP areas of core competence.

20. The RPD framework will therefore constitute clusters of activities under three pillars that confirm relevance, value added and catalytic leverage at the regional level. These will include "governance" and "knowledge" as programmes with proven substantive results and key constituencies that address critical regional deficits. An

"MDG" pillar will consolidate strategic "gender equality and women's empowerment", "HIV/AIDS" and "water resources management" programmes that reflect strongly emerging priorities tied to the quality of human development in the region as targeted in MDGs 1, 3, 6 and 7. The needs as well as the level of demand and the partnerships generated around these thematic areas qualify their aggregation to constitute full-fledged programmes. The "poverty reduction" outcomes that remained elusive and indirect in the past RCF will now be formalized as the critical component in the MDG pillar with the inclusion of tangible pro-poor policies based on the rights-based approach to development and a more effective utilization of corporate policy and programming tools and modalities.

21. **Pillar 1: MDG achievement** seeks to consolidate activities undertaken in support of MDGs 1, 3, 6 and 7.

22. **MDG 1. A Poverty Reduction** programme will include activities in pilot countries to evaluate options for the achievement of MDG 1 targets, where MDG costing and needs- assessment exercises at the national level are linked to fiscal policies and macroeconomic strategies with the requisite MDG monitoring systems and tools. Case studies investigating pro-poor policies and delivery systems will support the establishment of poverty information systems, poverty maps and profiles at both the national and regional levels, reflecting learning from international models and the Latin America poverty analysis experience. Throughout, capacity development efforts will target the enhancement of societal engagement and the harmonization of aid coordination and management systems at the country level to ensure the alignment of external resources with national priorities and the MDGs. Dedicated support will be provided to build national capacities and regional expert networks to manage trade liberalization processes in line with the impact on human development outcomes. The Asia regional programme model will constitute a point of reference in making this linkage.

23. **MDG 3. Promoting gender equality** remains a critical consideration for the regional programme. The gender needs analysis of the Arab Human Development Reports culminating in the forthcoming report on "The Empowerment of Women" and the achievements of the UNDP-supported Centre for Arab Women Training and Research (CAWTAR) in the domain of training, documentation and policy analysis will provide clear entry points in the formulation of next-phase interventions on women's empowerment. In addition, gender dimensions will be mainstreamed in all ongoing as well as planned regional interventions. Examples of the linkages with POGAR include the continuing "gender and citizenship" project as well as the mainstreaming of gender-based budgeting in parliamentary capacity-development support. The HARPAS-ICTDAR collaboration on enhancing women's rights through the use of ICT builds on the national work of civil society organizations (CSOs) in a subregional pilot that will be expanded. The regional poverty programme will highlight the gender dimensions of poverty and use gender disaggregated data to advocate national gender-sensitive policies.

24. **MDG 6. Scaling up the response to HIV/AIDS** towards the achievement of Goal 6 will reflect learning from the Africa experience to underscore the importance of a pre-emptive approach to the potentially devastating effects of the HIV/AIDS epidemic. HARPAS will continue to work with UNAIDS and its cosponsors in the context of structured inter-agency specialization, with core policy and financial support from the Bureau for Development Policy; utilizing the stakeholder networks established in the earlier RCF phase of successful participatory awareness-raising efforts, intended results include the formulation of funded national strategic plans, deeper involvement of existing stakeholders as well as new ones such as the private sector. Harnessing the commitment and leadership of religious leaders, arts and the media professionals, and civil society through the Regional Arab Network against AIDS (RANAA), HARPAS will maintain its advocacy drive while focusing on comparative legal reviews, in collaboration with POGAR, and the continued contribution to the generation and dissemination of strategic information required for policy-making targeting the prevention of new HIV infections by 2015.

25. **MDG 7. Environmental sustainability and water resources management** will contribute to achieving the other MDGs through integrating energy and environment priorities into other RBAS regional programmes, e.g., trade, poverty reduction strategies and development plans. The regional programme will continue to support these priorities as stipulated in the MYFF in collaboration with established global trust funds. The main focus for this programme period will be piloting effective water governance and creating links to important environmental management issues associated with water, e.g., sustainable land management and vulnerability to climate change. The activities will also include supporting the Dublin Principles of Integrated Water Resources Management (IWRM) to focus on participation, the role of women and sound environmental management. They also allow the issues of

water use and conservation to be tackled from the conflict prevention (trans-boundary waters) perspective, adopting a human rights-based approach to secure access to safe drinking water and enhanced livelihoods. A critical outcome will be the capacity development of regional bodies and centres of excellence, e.g., the Arab Water Council, to serve as effective knowledge brokers on key environmental issues. Another outcome will be the development of national IWRM strategies in line with the targets of the World Summit for Social Development and the Johannesburg Plan of Implementation. The programme will work closely with the Bureau for Development Policy Energy and Environment Group, particularly with Global Environment Fund (GEF) and the Drylands Development Centre (DDC), leveraging the UNDP GEF Land/Water Adaptation strategic focus in the region. It will also benefit from partnerships with specialized agencies, regional commissions and the World Bank.

26. **Pillar 2**: **Democratic governance** interventions have, since 2000, targeted the protection of human rights, enhanced social cohesion and more effective institutions that enhance trust between governments and citizens. Regional priorities will continue to be addressed through POGAR with focus on the rule of law, transparency and accountability, and participation. Institution-building support will remain a feature of collaboration with existing regional institutions e.g., the Arab Parliamentary Union and the Federation of Arab Journalists, and extend to new ones such as the UNDP-supported Arab Centre for the Rule of Law and Integrity and the proposed regional Institute for Criminal Justice, among others. The production and dissemination of sources of knowledge of Arab governance (e.g., Arab comparative banking laws) will be expanded to include databases of specialized national legislation with regional inter-phase and linkages. The networks of governmental/civil society partners, international/United Nations organizations and training and research institutions will continue to be harnessed for greater impact in support of modernizing initiatives e.g. with the offices of Arab public prosecutors. The growing demand by national entities for results in the areas of public sector reform and anti-corruption will be addressed through such innovative partnerships as that with the Organisation of European Cooperation and Development (OECD). Additional resources will be applied to the strongly emerging demand for country-level support to post-conflict governance, e.g., legal frameworks and the independence of the judiciary, as well as to improved electoral systems with modern laws, independent commissions and enhanced local CSO election-monitoring capacities.

27. **Pillar 3**: **Building the knowledge society.** Critical ongoing projects will be expanded to meet increasing country demand. In "higher education", for example, the focus will be retained on quality assessment of university programmes to enhance responsiveness to the changing needs of economic development, labour markets and globalization challenges. Intended results include the expansion to cover specialized programmes in over 40 universities; a regional network of university databases covering all aspects of university management; and the establishment of a regional Quality Assurance Agency to ensure sustainability of monitoring and support efforts. Similarly, new partnership initiatives include support to regional institutions targeting the acceleration of knowledge-based Arab economies and societies. Feasibility studies tackling the lagging performance of the region in science and technology and research and development will lead to funded initiatives promoting intraregional collaboration and concrete national strategies. Integral to this pillar are the ICT for Development interventions to be consolidated through tangible outputs at the national level, building on the advocacy and networking of the last RCF. Partnership initiatives will focus on institutionalizing centre of excellence, fostering social inclusion and promoting integrated economic growth. Targeted results include the establishment of the first Arab Regional E-Government Institute, an IT centre for the visually impaired, work with HARPAS on a Youth Portal and creating community access centers as ICT hubs that can be replicated for small and medium-sized enterprises (SMEs) and job skills development. The advocacy effort launched since 2003 by ICTDAR will be maintained to ensure that country offices mainstream ICT approaches/solutions in national planning strategies.

28. **Youth, a cross-cutting issue**. The concern with youth as a vital constituency in the region has led to a proliferation of youth initiatives by all development actors, notably the League of Arab States that has launched mobilization efforts towards the endorsement of an Arab Youth Strategy. The objective of the Regional Bureau for Arab States interventions is to ensure that this constituency is mainstreamed as a beneficiary of and catalyst for the socio-economic advances targeted. Activities of particular relevance will include youth as a focus group in post-conflict peacebuilding, as a target group in HIV/AIDS awareness raising, as a constituency in the MDG societal

engagement efforts and as an enabling force in societal modernization via accelerated ICT use.

IV. Programme management, monitoring and evaluation

A. Programme management

29. In line with UNDP emphasis on regionalization and knowledge management, regional programming will continue to be managed by the Regional Programme Division with enhanced linkages to the SURF and national experts via country office project networks. Partnerships with regional institutions, inter-governmental forums and other United Nations organizations will continue to play a critical role in delivering quality products. The overall content of the programmes themselves will continue to be guided by policy insights and strategic advice at two levels: internally, from the SURF Board and Bureau for Development Policy's Practice Groups, and externally from the Regional Bureau for Arab States-established Arab Human Development Report and Higher Education Advisory Boards of prominent development practitioners, academics and civil society members. The reliance on independent regional expertise for advisory services and the need for pragmatic, flexible execution arrangements require that regional programming under the RPD will now benefit fully from the Executive Board approval of more flexible execution modalities in line with simplification and harmonization initiatives involving the evolution in programming modalities. The recent establishment by Regional Bureau of operational administrative and financial management support functions at Headquarters as part of its Regional Service Centre will allow for a much broader range of project execution modalities to be utilized depending on the best fit for each project.

B. Monitoring, review and reporting

30. The RPD will be implemented using results-based management with articulation of expected outcomes, outputs and related indicators on an annual basis effective the work plans for 2006. The tripartite review mechanism will be established at the respective project/programme level involving concerned country office staff, regional partners and direct beneficiaries to ensure multi-stakeholder feedback and inform/validate work planning. Periodic internal progress reports will be standardized to serve as a key project management tool, facilitating outreach and resource mobilization. Outcome evaluations for the individual projects/programmes will be conducted in the first half of 2008 as mid-term benchmarks. An independent meta-evaluation managed by the Evaluation Office will be carried out in early 2009 in preparation for the next regional programming cycle. Additionally, the Evaluation Office will briefly review this programme in 2007, along with the regional programme for Europe and the Commonwealth of Independent States, with the aim of analysing options to synchronize the remaining duration of both programmes with the durations of the other regional and global programmes and the next MYFF cycle. This might include the option of extending the new programme to the end of the next MYFF period in 2011.

C. Resource mobilization

31. An estimated assignment of core resources of $17.4 million should be available for regional programming over the four-year RPD cycle. Providing adequate support for the planned interventions will require an overall financial envelope of some $50 million and so the shortfall will have to be covered from cost-sharing contributions and other parallel financing arrangements.

32. A portion of the core RPD resources will be set aside to fund costs of associated programme development and monitoring and evaluation needs (up to $1 million or 3 per cent of total regular resources, whichever is greater). An additional $400,000 will be retained as a strategic reserve facility to support unforeseen regional programming needs.

33. Taking into account the current estimated carry-over from this RCF and the potential resource leveraging ability of existing programmes, the new core resources will be distributed in accordance with the notional allocations in the results and resources framework as follows: 51 per cent for MDG achievement; 23 per cent for democratic governance; 18% for building a knowledge society; and 8 per cent as unprogrammed strategic reserves.

Annex*. Results and resources framework for the Arab States (2006-2009)

Intended regional programme outcome 1: Achieving the Millennium Development Goals					
Programme component	**Regional programme outcomes, including outcome indicators, baselines and targets**	**Regional programme outputs**	**Output indicators, baselines and targets**	**Role of partners**	**Indicative resources (thousands US$)****
1.1 AHDR prepared addressing regional priority issues	Advocacy, policy dialogue and debate around AHDR priority themes generated in the region **Baseline:** 4 successive AHDRs published during previous RCF period generating significant dialogue on 3 key deficits in the region **Target:** Encourage further debate on how best to address the three deficits already defined and produce further AHDRs to focus on emerging development challenges	1. AHDRs produced 2. Region-wide dialogue on HDR deficits generated	1. **Indicator:** Number of AHDRs produced; **Baseline:** 3 reports completed and work on the fourth in progress; **Target:** Continue to publish a report on annual basis 2. **Indicator:** Number of press clippings covering AHDR events; **Baseline:** AHDR of the most widely read publications globally; **Target:** Maintain current level of interest in report	LAS, Governments, CSOs	**Regular:** 2 100 **Other:** 4 200
1.2 MDG regional implementation and monitoring	Policies and programmes formulated, adopted and implemented at regional and country levels that aim at MDG achievement and poverty alleviation **Baseline:** MDG reports have been prepared in 14 Arab countries and at the regional level, but analytical capacity for making MDG based national policies is very weak **Target:** Strategic options for MDG achievement evaluated and recommended in 5-7 countries	1. Integrated methodological framework developed 2. Pro-poor policies and delivery systems recommended; 3. MDG monitoring system at the regional and country levels developed; 4. Poverty information systems at the regional and country levels; 5. Societal engagement in MDG and poverty alleviation efforts enhanced; 6. Aid coordination systems and mechanisms at the regional and country levels established enhanced	**Indicator:** Degree of work for MDG achievement and monitoring **Baseline:** Project documents being developed **Target:** Achieve all outputs by 2009		**Regular:** 3 100 **Other:** 6 200
1.3 Globalization benefiting the poor	Enhanced capacities of Arab countries to promote their development concerns in ongoing multilateral and regional trade negotiations **Indicator:** (a) successful completion of WTO accession negotiations for concerned Arab countries; (b) number of Arab countries participating in WTO meetings (including informal small group meetings); (c) number of proposals made by Arab countries and approved in ongoing and emerging WTO negotiations; (d) Arab countries concerns and priorities reflected in trade agreements **Baseline:** (a) with the exception of Egypt, Jordan and Morocco limited role of Arab countries in WTO and other trade negotiations, (b) limited capacity to engage in ongoing trade debates, (c) 10 out of 18 countries under UNDP Regional Bureau mandate members of WTO and 7 linked to the EU through economic partnership agreements; (d) lack of awareness in the region of the potential impact of trade agreements on human development and poverty reduction despite widespread concerns about the negative effects of trade liberalization **Target:** (a) UNDP trade and human development approach clearly understood and used in trade policy making.	1. Better understanding among policy makers and civil society of WTO and regional trade agreements (RTAs) processes and rules as well as their policy implications 2. Multi-stakeholders perspectives formulated and/or assessed 3. Enhanced trade negotiation capacities of Arab countries seeking WTO membership or involved in ongoing multilateral and bilateral trade negotiations 4. Common perspectives and positions among Governments of Arab countries in regional and global trade and economic governance and institutions strengthened	**Indicator:** (a) Number of briefing notes on WTO and RTAs; (b) Number of workshops organized; (c) Number of advisory and advocacy missions carried out; (d) Participation of civil society in trade policy making bodies; (e) production and availability of training manuals in English and Arabic; (f) Number of regional consultative meetings initiated by Arab countries **Baseline:** (a) Limited understanding of WTO and RTA processes; (b) Limited involvement of civil society in trade negotiations and trade policy formulation; (c) Insufficient coordination among Arab countries in trade negotiations **Target:** (a) Completion of 10 relevant briefing notes on WTO and RTAs;	UNCTAD, ERF, IDRC, ESCWA	**Regular** 600 **Other** 1 200

* For ease of reference, a list of abbreviations and acronyms is included below.

** Regular resource allocations to the outcomes of the RRF amount to $16 million. The balance of $1.4 million in regular resources will be reserved for monitoring and evaluation purposes ($1 million) as well as for a strategic reserve facility to support unforeseen regional programming needs ($400,000).

	(b) disseminate findings of case studies; (c) incorporate recommendations made in policy papers in national trade policies		(b) three subregional multi-stakeholder workshops		
1.4 Gender mainstreaming	Pro-poor and pro-women growth policies adopted and enriched national /regional dialogue on gender related policy choices **Indicator:** (a) Numbers of government officials and civil ...rvants trained in gender mainstreaming; (b) Numbers of policy areas in which gender is successfully mainstreamed; (c) Disaggregated statistics on gender in place and accessible. **Baseline:** (a) CAWTAR has achieved strides in the domain of training, documentation, policy formulation and financial sustainability; (b) the forthcoming report "The Empowerment of Women" will build on the wealth of knowledge and information on Arab women, focusing specifically on women's empowerment **Target:** (a) Innovative tools and knowledge products for practical application of gender mainstreaming in policy-making; (b) Institutional support to regional and national organizations working on gender issues (c) Tools for better use of gender statistics for informed policies are developed.	1. Innovative tools and knowledge products for practical application of gender mainstreaming in policy-making 2. Institutional support to regional and national organizations working on gender issues 3. Tools for better use of gender statistics for informed policies developed 4. Fourth in the AHDR series focusing on the women's empowerment deficit in the Arab world 5. Entry points for further regional programming on women's empowerment issues identified in line with 1-4 above	1. **Indicator:** Extent to which gender dimensions are mainstreamed in all ongoing as well as planned regional interventions. **Baseline:** (a) Work with BDP Gender Unit to mainstream gender issues in progress; (b) Dissemination of gender-related development best practices among CSOs. **Target:** (a) Impact indicators become best practice measures for projects; (b) strengthen capacity of Governments to mainstream gender in the design and formulation of policy. 2. **Baseline:** Institutional support to CAWTAR has been provided; **Target:** (a) Gradual phase-out of Regional Programme funding for CAWTAR in the coming few years; (b) Raise awareness and build coalitions to address gender inequality 3. **Baseline:** Project with CAWTAR in progress. **Target:** Collection, analysis and sharing of gender-disaggregated data and statistics 4. **Baseline:** Work on the 4th AHDR in progress. **Target:** ADHR widely circulated and acted upon. 5. **Baseline:** Phasing out support to CAWTAR and evaluating other regional interventions; **Target:** Regional initiative for women's empowerment developed	CAWTAR, BDP's Gender Unit, SURF-AS gender-policy adviser, CSOs and Governments of Arab countries, POGAR, HARPAS, ICTDAR	**Regular:** 600 **Other** 1 200
1.5 Creating an enabling human rights environment	Multi-stakeholder leadership capacity developed at individual, institutional and societal levels to generate human rights-based *breakthrough responses* for reversing the course of the epidemic **Baseline:** Significant networks of committed stakeholders have been mobilized already, including arts and media, NGOS, and religious leaders. **Target:** Widen and deepen these networks to include more partners, particularly the private sector and other ministries (non-health)	1. Key stakeholders (government, religious leaders, arts and media, NGOs, private sector) engaged and adopt proactive and rights-based approach to HIV/AIDS 2. HIV/AIDS and human rights-friendly legislation adopted by Arab countries 3. Women's rights and HIV/AIDS toolkits Arabized and disseminated and women's rights NGOs incorporate HIV/AIDS into their work 4. Private sector engaged	1. **Indicator:** Number of laws and policies. **Baseline:** 1 or 2 countries do have policy documented statements and actions by stakeholders. **Target:** Increase number of countries with HIV/Aids laws 2. National legislation on HIV/AIDS in place 3. **Indicator:** Availability of Arabized materials on gender and HIV/AIDS **Baseline:** Very few materials are available in Arabic and region specific to allow women's rights organizations to become more involved in the HIV/AIDS response. **Target:** Kits reflecting Convention on the Elimination of All Forms of Discrimination against Women and the link with HIV/AIDS in the region developed and women's organizations engaged in the response	Governments, UNAIDS, LAS, Regional Arab Network against AIDS (RANAA), religious leaders, arts and media	**Regular** 600 **Other** 1 200

1.6. HIV/Aids governance and development	Broad-based, multisectoral and multilevel response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries. **Baseline:** 14 countries developing, implementing or revising National Strategic Planning, 2 countries planning to develop NSPs. **Target:** Support the 2 countries that are planning to undertake NSP processes and review selected NSPs in the context of cross-border mobility issues.	1. National strategic planning and policy formulation efforts supported 2. Cross-border issues such as population mobility addressed in strategic planning frameworks in two subregions	1. **Indicator:** Percentage of regional resources allocated to NSP development efforts; **Baseline:** No regional resources have yet been allocated to support NSP processes; **Target:** NSP supported in at least 2 countries. 2. **Indicator:** Existence of a partnership framework that addresses mobility and HIV/AIDS issues in the region; **Baseline:** 2 inter-agency initiatives have been launched for 2 subregions, but limited operational responses are currently in place; **Target:** NSP reflect issues of mobility in affected subregions	Governments, UNAIDS, LAS, RANAA, Religious leaders, arts and media	**Regular:** 600 **Other:** 1 200
1.7 Effective water governance	Water governance considerations incorporated into national sustainable development frameworks, and efficient and equitable water resources management and water supply and sanitation service delivery increased. **Baseline:** 4 countries in the region have advanced IWRM plans, 11 are in progress and the rest are unlikely to develop them. **Target:** At least 2 additional countries to have advanced IWRM plans developed and implementation in the original 4 well under way	1. Institutional strengthening of the Arab Water Council 2. IWRM plans developed 3. Capacity-building to countries to achieve the IWRM development target 4. State of the Water Report in the Arab region prepare	1 **Indicator:** Efficient and effective AWC able to deliver on its mandate as assessed by Founding committee of AWC; **Baseline:** AWC established in 2004, institutional set-up still weak. IWRM plans developed in 3-4 countries of the region; **Target:** 2 countries develop IWRM Plans, IWRM monitoring reports prepared, State of water reports produce	Governments, AWC, ESCWA, GEF, Bi-lateral donors, ADB, IDB	**Regular:** 1 200 **Other:** 2 400
Intended regional programme outcome 21: Democratic governance					
2.1 Justice and human rights	Poor and disadvantaged groups empowered to seek remedies for injustices, and justice institutions enabled to be responsive to claims, consistent with international human rights norms. **Baseline:** Lack of independence of judiciary, lack of training for judges low rate of enforcement of judgments, deficit of knowledge on human rights and access justice, lack of institutions in the region working on rule of law and criminal justice. **Target:** Improve the level of professionalism of judges and prosecutors, production of manuals and guides for legal professionals, support the establishment of rule of law NGO and criminal justice centre	1. Enhanced capacities of prosecution offices in several Arab countries with lessons learned for use in the region 2. Developing resources on legal issues in Arabic 3. Better understanding of legal issues and their relevance for development and support of reform initiatives 4 Creating a regional centre on criminal justice	1. **Indicator:** Number of training courses conducted; **Baseline:** 0; **Target:** 2 training courses in each of the 4 countries. 2. **Indicator:** Number of users of these resources, e.g., web-site users, requests for publications); **Baseline:** 50,000/month; **Target**: Maintain at same level or increase, increase users from Arab countries. 3. **Indicator:** Number of newly created regional institutions. **Baseline:** 0/**Target:** 1 regional centre on criminal justice	Ministries of Justice, prosecution offices, CSOs, bilateral donors, United Nations Foundation, OHCHR	**Regular:** 1 000 **Other:** 2 000

2.2 E-governance and access to information	Citizens' participation, especially of vulnerable groups, in policy dialogue increased through enhanced access to information. **Baseline:** lack of transparency and deficit in legal framework regulating and ensuring access to information, prevents, in particular, vulnerable groups from exercising their right to obtain information. **Target:** (a) support an inclusive, enabling environment to produce new legal instruments that ensure providing information to citizens; (b) Ensure that e-governance projects are designed to increase transparency and access to information for the public.	1. New legal instruments on ensuring transparency and access to information 2. Increased awareness on issues of good governance and participation through providing tools such as manuals, documentaries, analysis of laws, etc. 3. Support women's CSOs in working with the media and to enhance their internet presence.	1. **Indicator:** Legal databases produced and published in Arabic; **Baseline:** Public databases non-existent; **Target:** 1 public database produced for 1 country (or regional), fully functional and tested. 2. **Indicator:** Production and translation of manuals into Arabic; **Baseline:** Limited number of manuals and limited dissemination; **Target:** 5-8 additional manuals covering areas of democratic governance produced in Arabic and widely disseminated. 3. **Indicator:** Number of users of these resources (e.g., web site users, requests for publications); **Baseline:** 50,000/month; **Target:** Maintain at same level or increase, increase number of Arab users	CSOs, bilateral donors, IDRC	**Regular** 1 000 **Other** 2 000
2.3 Public administration reform and anti-corruption	Public administration reform for efficient, effective, responsive, and pro-poor public services promoted. Institution/legal/policy frameworks established to promote and enforce accountability, transparency and integrity in public service. **Baseline:** Lack of communication between the public administration and citizens, deficit in knowledge about the level of systemic corruption and its impact on development; limited accession to international legal instruments related to integrity and fighting corruption by Arab countries. **Target:** Facilitate dialogue between public officials and CSOs and media; increase in accession to international conventions, support CSO working on integrity and fighting corruption.	1. Policy dialogues on public administration reform focusing on the four areas (a) civil service and integrity, (b) governance of public resources, (c) public service delivery, public private partnership and regulatory reform, (d) civil society and the media 2. Support the ratification of the United Nations Convention against Corruption 3. Support the establishment of an Arab chapter of the Global Organization of Parliamentarians against Corruption 4. Institutional support to regional institutions working on integrity and transparency such as ACRLI	1. **Indicator:** Number of working group meetings; **Baseline:** 0; **Target:** 3 per year. 2. **Indicator:** Number of action plans drafted; **Baseline:** No country drafted yet; **Target:** At least three countries drafted action plans. 3. **Indicator:** Number of countries ratified United Nations Convention against Corruption; **Baseline:** Four Arab countries ratified; **Target:** Increase number of countries. 4. **Indicator:** Arab GOPAC chapter established; **Baseline:** Non-existent; **Target:** Chapter established. 5. **Indicator:** Reform anti-corruption laws; **Baseline:** Only Morocco and Jordan have reformed laws; **Target:** Increase number of reform laws.	Ministries of public administration, CSOs, bilateral donors, OECD	**Regular** 1 000 **Other** 2 000
2.4 Policy support for democratic governance	Regional/national dialogue on responsive governance and democratization established in post-crisis and transitional countries. **Baseline:** Lack of involvement of Arab NGOs in post-conflict activities, limited number of independent election commissions, lack of legal enabling environment empowering CSOs and Media in their work. **Target:** increase the involvement of Arab NGOs in post-conflict situations, support the process of establishing independent electoral commissions; support the process of legal reform of NGO and media laws.	1. Generating region-wide dialogue on the role of the media and civil society in policy reform 2. Enhanced capacity to manage peaceful elections 3. Support the establishment of a strong civil society and NGO sector in transitional countries 4. Strengthening the role of parliaments 5. Gender and citizenship	1. **Indicator:** Development of Code of Ethics for the Media; **Baseline:** The only code existing in the region is by Al Jazeera; **Target:** Codes of Ethics drafted and introduced to the region, subject of regional and national discussion. 2. **Indicator:** Production of database on election laws and other resources on administration of elections in Arabic; **Baseline:** Glossary has been translated but database in Arabic non-existent; **Target:** Fully functional database used by the public. 3. **Indicator:** Number of CSOs active; **Baseline:** Not quantifiable but current membership of NGOs and networking capacity is very weak; **Target:** Additional networks and larger membership	Parliaments, CSOs, bilateral donors, IDRC	**Regular** 1 000 **Other** 2 000

Intended regional programme outcome 3: Building a knowledge society					
3.1 Acquisition, production and evaluation of knowledge	Strengthen capacities in the region for the acquisition, production and evaluation of knowledge to enhance responsiveness to the changing needs for economic development, labour markets and globalization. **Baseline:** Decreasing internal efficiency and relatively low quality of education in the Arab world. **Target:** (a) Improve the quality of existing institutions of higher education to help raise local and global competitiveness of higher education institutions; (b) Use international standards and benchmarks to highlight competitiveness, strengths, and weaknesses nationally and regionally and to develop a regional model for higher education reform.	1 Regional reports on the assessment of the quality of education in 10 Arab countries 2. Set up regional institutes/think tanks (a) Centre for Research on Human Development and Economic and Social Policies in the Arab Countries; (b) The Arab Science Policy and Research Centre; (c) Arab Institute for the Advancement of the Arabic Language; (d) Arab Fund for Research and Development; (e) Job Futures; (f) Institute for Quality Assurance and Accreditation of Arab Universities	1. **Indicator:** Number of countries and universities that underwent quality assessment; **Baseline:** (a) 35 Arab universities have been introduced to the methodology and practice of independent quality assessment in their Computer Science and Business Administration Department; (b) TIMSS 2003 included 13 Arab countries; **Target:** Engage more universities and encompass more departments and develop systems of statistical data management to enhance university strategic planning. 2. **Indicator:** (a) Feasibility study; (b) Funding; **Baseline:** (c) Feasibility studies and concept papers are in the process of/ have been prepared; ii) Funding has not been secured yet for any of the institutes; **Target:** Turn concept papers into project documents to secure funding and begin implementation	Arab higher education institutions, Ministries of Education, educational institutions in the region	**Regular**: 2 000 **Other**: 4 000
3.2 ICT for Development	E-strategies to facilitate increased access and foster use of ICT to achieve development goals formulated/implemented. **Indicator:** Level of ICT penetration in the region. **Baseline:** Arab region has the lowest levels of ICT usage relative to other world regions. **Target:** Address the problem of low levels of ICT uptake and harness ICT for poverty reduction, with the objective of awareness raising, capacity building, pro-poor growth and employment generation, and digital initiatives.	1 Regional E-government Institute (REGI) 2. Development of e-strategies and implementation of post WSIS action plan 3. Building Community Access Centers and ICT hubs 4. Project on ICTs for the visually impaired	1. **Indicator**: E-government Institute created; **Baseline**: No such institute currently exists in the region; **Target:** E-Government Institute operational. 2. **Indicator**: Existence of e-strategies and plans; **Baseline**: Not all Arab countries have e-strategies and plans. **Target**: Full response to demands of countries made in the lead-up to and follow-up to World Summit on the Information Society. 3. **Indicator**: Centres and hubs established: **Baseline**: Several models for such hubs and centers exist in the region which will serve as models. **Target**: SME hub and other community centers running 4. **Indicator**: Project document produced and implemented; **Baseline**: Limited IT uptake for support to the handicapped. **Target**: Project implemented by 2009	Govern-ments of Arab countries, LAS, UNICEF, UNESCO, HARPAS	**Regular**: 1 200 **Other**: 2 400

Abbreviations and acronyms

AHDR: Arab Human Development Report

ACRLI: Arab Centre for the Development of the Rule of Law and Integrity

ALESCO: Arab League Educational, Cultural, and Scientific Organization

BDP: Bureau for Development Policy

CAWTAR: Center for Arab Women Training and Research

CACs: Community Access Centres

CO: Country office

CSO: Civil society organizations

EQUAIP: Project on the Enhancement of Quality Assistance and Institutional Planning at Arab Universities

ERF: Economic Research Forum

ESCWA: Economic and Social Commission for Western Asia

GRC: Gulf Research Council

GCC: Gulf Cooperation Council

HARPAS: HIV/Aids Regional Programme in the Arab States

IAAHE: Institute for Accreditation of Arab Higher Education

ICTARB: Information and Communication Technology for the Visually Impaired

ICTDAR: Information and Communication Technology for Development in the Arab Region

IDRC: International Development Resource Centre

IEA: International Educational Academy/Association

IFES: International Foundation for Elections System

ITU: International Telecommunication Union

IWRM: Integrated Water Resources Management

LAS: League of Arab States

MDGs: Millennium Development Goals

MYFF: Multi-Year Funding Framework

NSP: National Strategic Planning

POGAR: Programme of Governance in the Arab Region

QAA: Quality Assurance Agency

RCF: Regional Cooperation Framework

REGI: Regional E-government Institute

SMEs: Small and medium-sized enterprises

SURF-AS: Subregional Resource Facility for Arab States

TIMSS: Trends in International Mathematics and Science Studies

UNF: United Nations Foundation

WSIS: World Summit on the Information Society